

### Status of 2015-2020 Gap Action Plans (as of 10.25.16)

	Focus Area	Action Item Title	Status	Overall Goal	% Complete Overall	2016 Goal	On Track for 2016?
1	Customer Experience	Service Equity	Active	Actively ensure that all communities and customer groups have equal access, service delivery, and ability to use services.	25-50%	1) Implement SPU Branch Equity Teams in each LOB. 2) Identify and partner with 3 community organizations to engage people of color, low income, immigrant, refugee and limited English proficient customers regarding SBP and other utility priorities.	Yes
2	Customer Experience	Web Presence	Active	Develop websites where customers can easily accomplish their tasks, whether it's to look up information, pay a bill, or submit a request.	25-50%	Complete Web Strategic Plan and deploy mobile-friendly design on top pages of seattle.gov/util.	Yes
3	Customer Experience	Development Services	Active	Centralize and streamline the utility permit, service, and sales functions for development customers.	25-50%	DSO customers are providing input on improvements, understanding SPU processes, receiving more consistent and fair requirements, streamlined procedures, and better and faster customer service.	Yes
4	Operational Excellence	DWW Master Planning	Active	Complete a city-wide Wastewater master Plan and initiate a city-wide Drainage Master Plan.	0-25%	Complete project management plans for the wastewater and drainage system Master Plans; initiate Wastewater Master Plan.	Yes
5	Operational Excellence	Broadview Drainage and Wastewater Project	Active	Accelerate flooding and sewer backup prevention projects in the Broadview neighborhood.	0-25%	Request design funding for two projects to help provide relief to the areas with the largest sewer and drainage impacts.	Yes
6	Operational Excellence	Sewer Inspection	Active	Develop and implement a condition assessment strategy and implement it for all SPU sewer pipes by 2026. This will guide sewer pipe replacement and rehabilitation efforts.	TBD	1) Develop the Condition Assessment Strategy; 2) Inspect 190 miles of sewer pipe.	Yes

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7	Operational Excellence	Sewer Pipe Cleaning	Active	Complete system-wide cleaning by 2022.	TBD	Clean 300 miles of sewer pipe.	Yes
8	Operational Excellence	Emergencies & Disasters	Active	Create a comprehensive emergency plan for maintaining and restoring essential services in emergencies.	50-75%	The Comprehensive Emergency Management Plan will be scoped, with draft outline completed, and data-gathering will have begun.	Yes
9	Operational Excellence	Seismic Vulnerability	Active	Develop a plan to protect the drinking water system from earthquakes.	50-75%	Goal is to have substantially completed study, then translate recommendations into capital and O&M plans in 2017 and beyond.	Yes
10	Operational Excellence	Valves	Deferred - Resource constraints	Improve maintenance and operations of the approximately 60,000 valves in the drinking water system.			
11	Operational Excellence	System Development Charges	Deferred - Lower priority	Implement charge to new development to pay for a share of the Utility's systems to help fund the needs resulting from growth.			
12	Operational Excellence	Billing Meters	Active	Centralize meter management within the Utility and improve replacement and repair services.	0-25%	Goal is to have centralized metering staff and to increase the rate of testing of large retail meters.	No
13	Operational Excellence	Revenue Recovery	Active	New simplified, transparent and predictable charges for all SPU (sundry) services.	50-75%	Assessed and revised pricing methodologies and charges for multiple developer services and other water-related services.	Yes
14	Operational Excellence	Technology Services	Closed - IT Consolidation	Improve the use of technology and data to create business knowledge to support core utility services.			

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15	Operational Excellence	Facilities Management	Active	Centralized facilities management program and decommissioning program established. Master Plan developed that addresses space, building code, and safety issues in SPU facilities. Improvements made to Cedar Falls, In-City South, and North Operations facility.	0-25%	Acquire property at 4500 West Marginal Way SW. Complete DWW South Operations Relocation Options Analysis Stage Gate 2. Hire Facilities Management position and develop Work Plan. Implement Property Management services contract.	Yes
16	Operational Excellence	Data & Information Management	Active	Implement Asset Hierarchy within SPU's asset management systems of record.	0-25%	Align SPU's asset information to a single asset hierarchy. Introduce data governance and stewardship practices.	Yes
17	Operational Excellence	Materials and Tool Room Management	Active	Continue to implement a centralized materials management program and implement a centralized tool room program.	50-75%	Continue storerooms and warehouse materials consolidation. Secure all tool rooms.	Yes
18	Operational Excellence	Service Equity - Equity Toolkit	Active	Actively ensure that all communities and customer groups have equal access, service delivery, and ability to use services.	0-25%	Apply the Racial Equity Toolkit to four SPU activities.	Yes
19	Operational Excellence	South Park Drainage and Wastewater Projects	Active	Develop and implement a formal drainage conveyance system to reduce chronic flooding in the lower 7th Ave S Basin in South park.	25-50%	Complete development of formal drainage conveyance system options.	Yes
20	Operational Excellence	Drainage and Wastewater Policy Development	Active	Deliver recommendations for remaining policy issues areas (about 15-20) and develop program and project products by which policies and procedures can continue to be developed for the DWW Line of Business.	25-50%	Finalize the four policies completed in 2015, formalize the policy program through chartering and project management plans, and develop eight policy recommendations for implementation.	Yes
21	Operational Excellence	DWW Mapping, Modeling, and GIS	Deferred - Resource constraints				

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22	Operational Excellence	Sewer Rehabilitation	Active	Increase the rate of sewer pipe rehabilitation. Revisit our Sewer Pipe Renewal Strategy and make improvements to more efficiently construct sewer rehabilitation projects.	TBD	1) Invest \$14M in rehabilitation of the sewer system; 2) Start updating the Sewer Renewal Strategy and identifying possible improvements.	Yes
23	Operational Excellence	Water Taps Process Redesign	Active	Streamline the water taps process to improve customer turn-around time.	0-25%	Hire process improvement consultant to help streamline process. Identify delivery goals < current 140 days; empower supervisors and staff; foster accountability; deliver on improvements. Process improvement workshop in May, 2016.	Yes
24	Operational Excellence	Water Main Extension Audit Issues	Active	SPU and Office of the City Auditor agree on resolution of open audit items. For Development Services Office (DSO) related items, create and/or revise existing DSO policies and procedures.	0-25%	Close out open audit issues by December 2016. Items closed when SPU- Finance and City Auditor agree items are resolved. Workplan being reviewed by SPU Finance.	Yes
25	Protect Health & Environment	Climate Change Adaptation & Resiliency	Active	SPU is business ready to anticipate and effectively respond to climate change.	0-25%	Most of PUMA analysis completed; observed IDFs completed; climate perturbed IDFs initiated; DWW strategy development initiated.	No
26	Protect Health & Environment	Decentralized Green Systems	Active	Complete a strategy report on policies for decentralized options like use of alternative sources of water, onsite storm management and onsite treatment of grey water, sewer heat recovery and the creation of looped and fit for use systems.	0-25%	Develop a recommendation for SPU's role in relation to decentralized systems, over the long-term.	Yes
27	Protect Health & Environment	Energy Management & Carbon Neutrality	Active	Implement a program so that Utility can achieve carbon neutrality.	0-25%	2014 and 2015 GHG inventories completed and verified; carbon neutrality portfolio completed.	Yes

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28	Protect Health & Environment	Watershed Roadways	Active	Maintain identified roadways in the Cedar River watershed to preserve tribal access.	0-25%	Work together with Muckleshoot Indian Tribe (MIT) to complete Cooperative Plan and agreement on future of 121 miles of watershed roads.	No
29	Protect Health & Environment	Street Sweeping	Active	Expand existing street sweeping to remove 140 tons of pollutants from our streets and drainage to reduce Sound and waterway pollution.	75-99%	Sweep 20,000 broom-miles to remove 140 tons of pollutants.	Yes
30	Transform the workforce	Employee Performance Management	Active	Develop effective systems, tools, and practices to continuously improve employee performance to deliver higher quality services at lower costs.	0-25%	SPU is a Performance Management pilot department along with 4 other departments. Training activities will be completed in 2016 to ready SPU's participant group for a roll-out of the new program in 2017.	Yes
31	Transform the workforce	HR Data & Performance Measurement	Active	Develop effective data and tools to support improved employee performance.	0-25%	Implement Cornerstone Performance Management module enabling employees in SPU pilot group to begin performance management activities online.	Yes
32	Transform the workforce	Leadership Development	Active	Develop leadership skills at each level of management to improve project and service delivery.	0-25%	Complete the leadership development needs assessment.	Yes
33	Transform the workforce	Talent Management	Active	Implement a comprehensive talent management system to keep critical knowledge in the Utility and empower employees to achieve more.	25-50%	Complete internal assessment of hiring and selection process. Participate on citywide team tasked with redesigning hiring process.	Yes
34	Transform the workforce	Absence & Disability Management	Active	Develop a system to manage and prevent employee absences and disabilities.	25-50%	Develop a proposed policy and procedure for the administration of the Return-to-Work program. Present to the Seattle Department of Human Resources for consideration and approval.	Yes